

Appendix B

Logistics Preparation of the Theater

The ASCC of a unified command will prepare supporting Army plans, with CSS planners concentrating on the CSS plans. Once a contingency country or geographic region is known, CSS planners begin to build a CSS information data base. When completed, the information in the data base can be used to develop a comprehensive plan for LPT. The relative priority of this effort will depend on the overall concept of operations, along with other command priorities. Because it is a complex and time-consuming function, logisticians cannot afford to wait until deployment begins to start the LPT. Anticipation by logistics planners at the national and unified command levels can preclude inserting soldiers into a completely "cold" base.

ESSENTIAL ELEMENTS OF INFORMATION

Since LPT is a relatively new concept, an explanation of the logistics-essential elements of information development process is provided. Any actions that can reduce the cost of moving supplies, equipment, and people into an objective or contingency area are candidates for inclusion in the LPT plan. Planning must provide for the timely arrival of CSS assets, which is balanced according to the mission. Strategic lift assets are extremely limited. Commanders cannot afford to squander even one sortie on movement of unnecessary supplies, equipment, or personnel. A well-thought-out LPT plan, along with the time required for proper execution, will allow better use of scarce strategic lift capability. The focus of the logistics-essential elements of information development process is on supply and field services aspects and applications; however, a detailed LPT plan will cover all logistics areas.

GEOGRAPHY

Collect information on climate and terrain in the area of operation to determine types of equipment needed and when. Use water information to determine the need for such things as early deployment of well-digging

assets and water production and distribution units.

SUPPLY

Collect information on supply items that are readily available in the AO and can be used in support of US forces. Subsistence items, bulk petroleum, and barrier materials are the most common. Include information on the supported country's armed forces' supply system. Is it compatible with ours? Are major equipment items compatible? Does the HN have repair parts that support current US systems? Answers to these types of questions will assist in determining if HN support negotiations are feasible.

FACILITIES

Collect information on availability of such things as warehousing, cold-storage facilities, production and manufacturing plants, reservoirs, administrative facilities, sanitation capabilities, and hotels. Availability of such facilities could reduce the requirement for deployment. For instance, the Force Provider will house approximately 3,300 personnel. However, if space is available in a complex of hotels with the requisite support in the

required location, deployment of the Force Provider with its significant strategic lift requirements could be deferred.

TRANSPORTATION

Collect information on such things as road and rail nets, truck availability, bridges, ports, cargo handlers, petroleum pipelines, and MHE as well as traffic flow, choke points, and control problems.

MAINTENANCE

Collect information on maintenance facilities that could support US or coalition equipment. Examine the supported country's armed forces. Can they be used to supplement our capability? Does a commonality exist in such things as equipment and repair parts?

Does the country have adequate machine works for possible fabrication of repair parts?

GENERAL SKILLS

Collect information on the general population of the supported country. Is English commonly spoken? Are interpreters available? Will a general labor pool be available? What skills are available that you can use? For instance, will drivers, clerks, MHE operators, food service personnel, guards, mechanics, and longshoremen be available?

OTHER

Include any other information that could prove useful, establishing other categories as needed.

SOURCES OF LOGISTICS INTELLIGENCE

An abundance of information is routinely collected on targeted theaters or likely contingency areas. Also, agencies can assist the logistician in building the information file. The sources of information listed below are only a few; the list is not all-inclusive.

THE STATE DEPARTMENT

With its worldwide embassies, the State Department's embassy staffs routinely do country studies. They also produce information on foreign countries, including unclassified pamphlets titled *Country Background Notes* and *Post Reports*. These pamphlets focus on political and economic issues, not military or logistics matters.

IPB DATA

The weather and terrain data bases in the IPB, with its overlays, provide current information that can be used in preselecting LOC and sites for logistics facilities. The IPB event analysis matrix and template (see FM 34-130) can also be used to determine the need for route improvements and bridge reinforcements.

US ARMY CA OR CIVIL-MILITARY OPERATIONS UNITS

Whether in country or targeted on a specific country, these units can provide a wealth of logistics intelligence information. They include functional specialists who focus on particular areas, such as civilian supply, public health, public safety, and transportation.

CULTURGRAMS

Culturgrams are a series of unclassified pamphlets published by Brigham Young University that provide general/social information on specific countries. Though not focused on governmental or military interests, they provide a variety of useful information that can be used by deploying forces.

ARMY COUNTRY PROFILES

Produced by the Army Intelligence Threat Analysis Center, ACPs are classified country profiles providing information on logistics, military capabilities, intelligence and security,

medical intelligence, and military geography. They include photos, maps, and charts.

COUNTRY CONTINGENCY SUPPORT STUDIES

Produced by the Defense Intelligence Agency, these classified documents contain extensive information on railways, highways, bridges, and tunnels within a given country.

OTHER

Other assets or tools the logistics planner may want to consider as the LPT plan is developed include-

- The use of pre-positioned materiel configured to unit sets (POMCUS).
- Army reserve stocks.
- Use of containerization to limit handling.
- HNS agreements.
- Interservice support agreements.

NOTE: If a command plans to use HNS or FNS, a primary objective must be to ensure that the internal support of the nation providing the support is not disrupted.

PLANNING FUNCTIONS

The logistics planner must not underestimate the time and resources required to accomplish many of these actions. The LPT is a living document that will be in a continual state of review, refinement, and use. It should be used as the basis for negotiations, and the ASCC should use it routinely with two major planning functions: preparing the time-phased force deployment list (TPFDL) and the Total Army Analysis process.

NEGOTIATIONS

The LPT plan should be the basis for negotiating HN support agreements; positioning of supplies and equipment; civilian support contracts, both US and other country; OCONUS training programs; and humanitarian/civic assistance programs designed to enhance the development and cooperative solidarity of the host country and to provide infrastructure compensation should deployment of forces to the target country be required. The use of US forces to support other country projects is a sensitive issue. Such projects must directly support US forces' training needs that cannot be achieved elsewhere at less cost. It is incumbent on the logistics planner to ensure such efforts are appropriately coordinated and approved in advance.

THE TIME-PHASED FORCE DEPLOYMENT LIST

The LTP should be synchronized on a regular basis with the TPFDL to ensure that only the logistics capabilities that cannot be met with assurance from another source are phased into the operational area. This synchronization should take place, as a minimum, each time the LPT plan is updated to assure that only the minimum amount of strategic lift is committed to the support of logistics.

THE TOTAL ARMY ANALYSIS

The ASCC under each CINC participates in the Total Army analysis process, which identifies the number of CS and CSS organizations required to support the national strategy. This becomes the basis for resourcing decisions concerning the various force compositions —Active Army, US Army Reserves, Army National Guard, and so forth— as well as stationing plans. The Total Army Analysis process occurs on a two-year cycle, with decisions announced for implementation within six years. A current, well-developed LPT plan will enable the ASCC to make sound resourcing decisions for his AOR as well as for the Total Army.